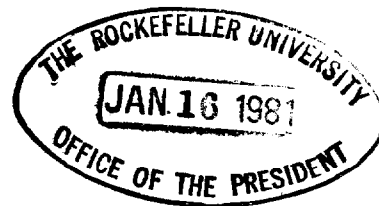


INSTITUTE OF MEDICINE
NATIONAL ACADEMY OF SCIENCES
2101 CONSTITUTION AVENUE WASHINGTON, D.C. 20418



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FREDERICK C. ROBBINS, M.D.
PRESIDENT

January 13, 1981

Joshua Lederberg, Ph.D.
President
The Rockefeller University
1230 York Avenue
New York, New York 10021

Dear Josh:

With the start of the new year, I want to thank you for your very crucial assistance to the Institute as a member of its governing Council. Your participation has made a great difference in carrying forward the contributions envisioned for the Institute in its Charter. I have valued our working together in building the organization and trust that you derived satisfaction in the experience of the past three years. I'm only sorry that I did not have a longer period to work with you as a member of the Council but appreciate the period we had together as fellow Council members.

I will undoubtedly be calling on you for advice in the coming year, but in the meantime wish to express my deep gratitude for your part in guiding the IOM to a more forceful position in the health policy arena.

With best wishes,

Sincerely yours,

Robert
You can't be replaced. I'll
still call on you often.
Charles Rogers